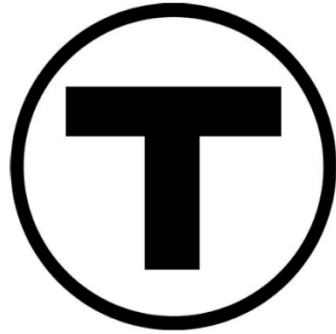




**Massachusetts Bay
Transportation Authority**

Workforce Management

Ahmad Barnes, Chief Workforce Officer

November 13, 2025

Workforce Management Summary

The Workforce Management team will share progress across key HR areas — headcount, hiring, performance management, and employee/labor relations.

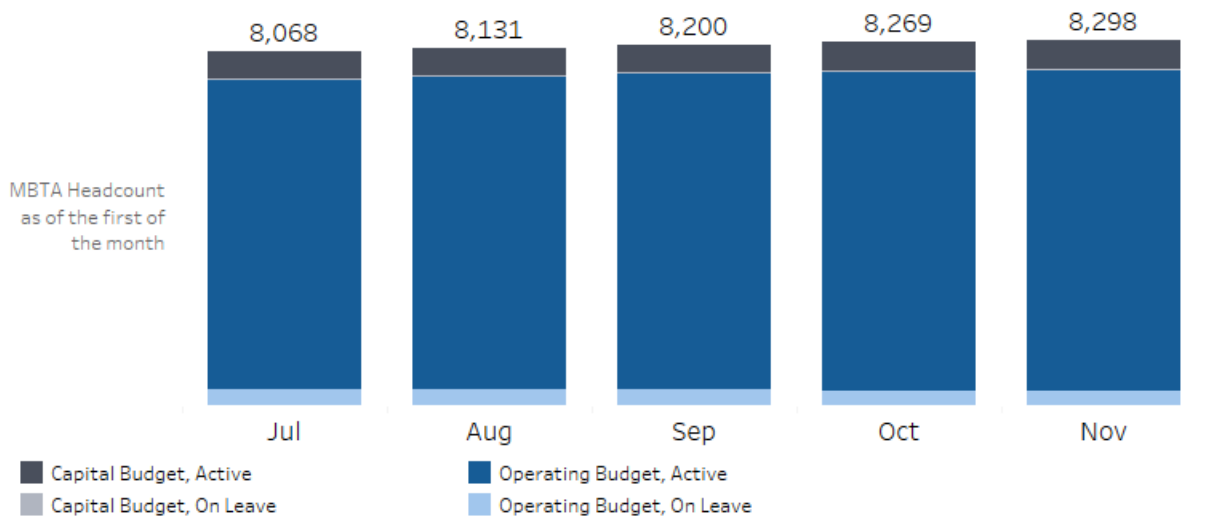
Will also highlight retention initiatives and preview upcoming system upgrades that enhance retention, compliance, and career growth, reinforcing our commitment to strategic workforce planning and operational excellence.



FY26 Headcount and Hiring Activity

As of: 11/4/2025

MBTA Headcount		
Capital Budget	Active	642
	On Leave	3
Operating Budget	Active	7,374
	On Leave	310
Grand Total		8,329



Headcount Activity: FY26 to date				
	Hires	Promotions	Separations	Net Headcount
FY 2026	462	121	199	263
FY 2025	1,135	431	634	501
FY 2024	1,534	595	530	1,004

FY26 Separations	
Involuntary	62
Retirement	63
Voluntary	74



Performance Management Cycles

FY25 Performance Management Cycle

- Performance Management launched: **Dec 4, 2024**
- Employee goals entered: **Feb 28, 2025**
- Manager approved goals: **Mar 21, 2025**
- Annual Performance Review training & Self-review: **Jun 30, 2025**
- “Crucial Conversations” training: **Aug 1, 2025**
- Manager review: **Aug 1, 2025**
- Review discussions finalized: **Sep 12, 2025**

FY26 Performance Management Cycle

- Eligible: Employees hired on/before **Sep 14, 2025**
- SMART goals created & approved by **Nov 28, 2025**



Performance Management

FY26 Performance Management Goal Setting

- Employees create SMART Goals in Career LINE
 - Specific: What exactly do you want to achieve?
 - Measurable: How will you track progress?
 - Achievable: Is it realistic?
 - Relevant: How does it align with team goals?
 - Time-Bound: What is the timeline?

Employee Experience



Complete SMART Goals eLearning Module

Understand the SMART framework and its importance for career and organizational growth



Brainstorm Areas for Development

Use the worksheet provided in the eLearning module to identify personal strengths, growth areas, and how your goals align with team priorities.



Meet with Your Supervisor

Discuss your ideas to ensure alignment on your personal development and team goals.



Draft Your Goals in Career LINE

Log into Career LINE and enter your goals, selecting "Save as Draft" until all are completed.



Submit and Notify Manager for Approval

Select "Submit" for each goal and then the "Send Approval Request" button to notify your manager.



Edit and Resubmit Goals if Denied

Review your manager's feedback, make necessary edits, and resubmit the goals for approval.



Track and Update Approved Goals

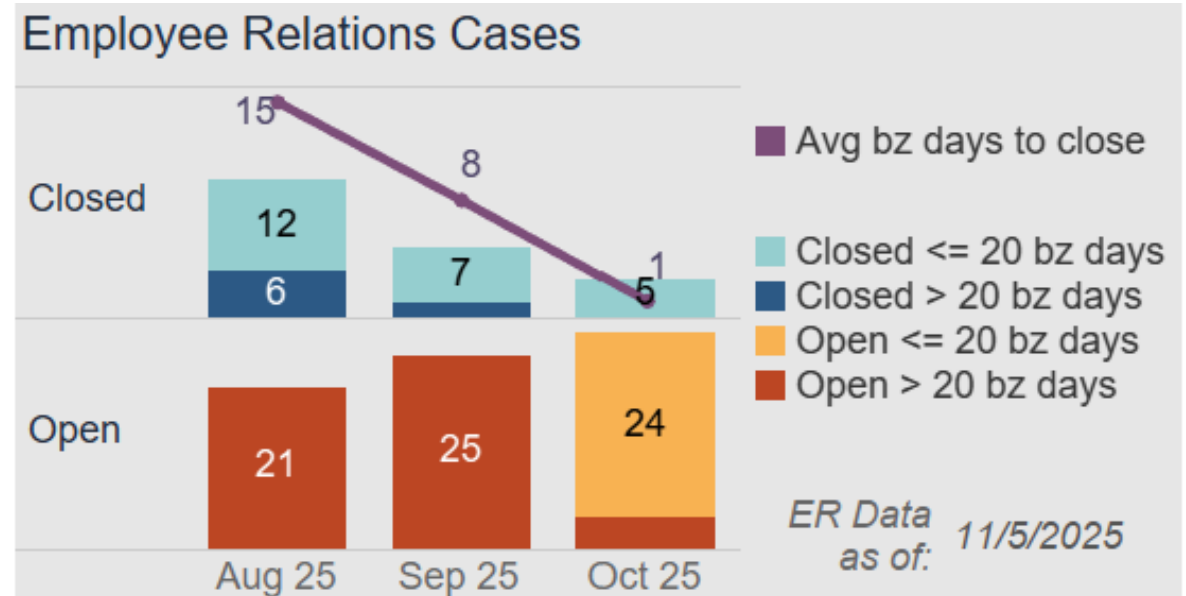
Monitor your progress on the "My Goals" page, updating completion percentages and leaving comments as needed, including any achievements or setbacks.



Employee Relations

Employee Relations Update

- Managing high case volume since July 2025
- Expanded team; added Complaint Review Specialist for faster resolutions
- Formalizing communication and resolution process



Labor Relations

LaborSoft Case Management Software used for Employee & Labor Relations

- Upgraded Nov 10 with new features:
 - New interface and home page
 - Expanded report writer and role-based security
 - New module views
 - Manager self-service
 - Case linking (new & existing)
 - Improved email delivery
 - Bulk case downloads and email



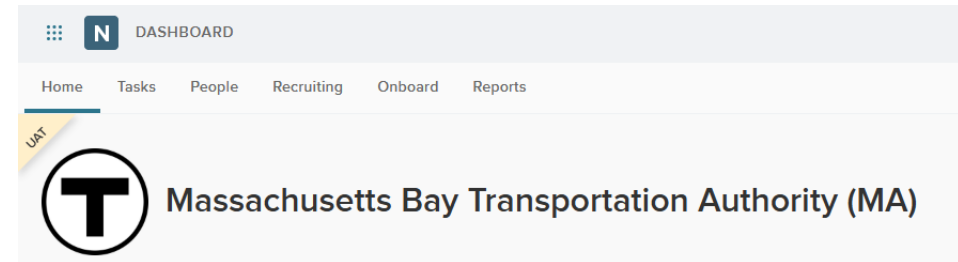
Staffing

NeoGov System Upgrade – Q1 2026

ATS upgrade to enhance recruitment process

- Goals:

- Enhanced user experience
- Improved communications
- Robust reporting & metrics



- **Onboard product:** Simplifies new hire experience

- **Attract tool:** CRM tool for proactive sourcing & engagement



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- Employees voiced challenges balancing work and family
- Partnership with DEI Employee Council advanced initiative solution
- Launched TOOTRiS, a digital childcare platform
- Provides access to licensed childcare directory — daycares, preschools, and in-home care



Workforce Development Outreach Events

- **Nov 6:** La Colaborativa's Fall Job Fair
- **Nov 7:** Harvard Climate & Sustainability Expo
- **Nov 12:** Eastern MA Girls in Trade Conference & Career Fair
- **Nov 13:** Charlestown High School
- **Nov 13:** National Transit Career Day
- **Nov 14:** 2025 Engineering Career Fair Collaborative
- **Nov 19:** Old Colony Regional Vocational Technical HS
- **Nov 20:** Bunker Hill Community College

